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## HUMAN RESOURCES DESK GUIDE

## EXIT INTERVIEWS

<b>Purpose</b>	<p>The purpose of the exit interview process is to obtain feedback from permanent employees who are leaving AMS, APHIS, or GIPSA. To comply with USDA Personnel Bulletin 250-4, dated 9/4/97, the exit interview process is being established as a tool for trend-analysis and evaluation on overall retention issues. Data obtained from employees who are leaving the organization will provide information critical to:</p> <ul style="list-style-type: none"><li>! Assessing workplace deficiencies,</li><li>! Enhancing the work environment,</li><li>! Improving employee retention, and</li><li>! Achieving a diverse workforce through workforce planning.</li></ul> <hr/>
<b>Coverage</b>	<p>Exit interview questionnaires are to be given to all permanent employees who transfer, retire, resign, or are otherwise separated from AMS, APHIS, or GIPSA. <b>Employee participation is voluntary.</b></p> <hr/>
<b>Management Officials' Responsibilities</b>	<p>MRP Administrators, Associate/Deputy Administrators, and Directors (Program, Staff, Regional, Lab, and Division) or their designees are responsible for general implementation and administration of the exit interview process. They will use the results of the interview analyses a diverse workforce and improve the work environment.</p> <hr/>
<b>Program Activities' Responsibilities</b>	<p>Program activities will:</p> <ul style="list-style-type: none"><li>! Ensure that Exit Interview Questionnaires are provided <b>before</b> permanent employees leave the organization.</li><li>! Inform employees of the importance of the data obtained from returned questionnaires in addressing workplace deficiencies.</li><li>! Ensure confidentiality of exit interview data.</li></ul> <hr/>
<b>MRP Human Resources Responsibilities</b>	<p>MRP Human Resources will:</p> <ul style="list-style-type: none"><li>! Provide guidance on the implementation of the exit interview process.</li></ul> <hr/>

## HUMAN RESOURCES DESK GUIDE

## EXIT INTERVIEWS

### MRP Human Resources Responsibilities (continued)

- ! Develop a system to analyze trends.
  - ! Collect, analyze, and maintain returned questionnaires.
  - ! Share summary data with appropriate agency officials.
  - ! Prepare quarterly and fiscal year end reports and submit to USDA, OHRM.
  - ! Maintain confidentiality of exit interview data.
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### Civil Rights Staffs' Responsibilities

Civil Rights Staffs will:

- ! Use data collected in future workforce planning.
  - ! Use results of exit interview analyses as a factor in establishing agency action plans to achieve a diverse workforce within applicable laws and to improve the work environment.
  - ! Provide interpretation and advice to agency management officials on how to address issues, comments and opinions provided by exiting employees.
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**Employees' Role** Employees are not required to participate, however, they are encouraged to assist in this effort to identify workplace inadequacies and develop solutions.

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### Procedure

Established contacts within AMS, APHIS, and GIPSA program activities will request exit interview data by providing a questionnaire to each permanent employee leaving the organization. Each package should include:

- ! The cover memorandum,
- ! Exit Interview Questionnaire, and
- ! An envelope that is pre-addressed to:

USDA/APHIS/MRPBS/HRD/HREB  
Room 1724-S, AG BOX 3443  
Washington, D.C. 20250

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**Procedure  
(continued)**

\* Mark envelope “Confidential - To Be Opened By Addressee Only.”

The cover memorandum and the Exit Interview Questionnaire are included in this Subchapter and may be locally reproduced. Activities will use whatever return postage guarantee option is appropriate to their office to facilitate the return of questionnaires.

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[Date]

Dear Employee:

As part of USDA's ongoing research effort to determine the reasons why employees leave, Marketing and Regulatory Programs (MRP) is collecting information from employees who transfer, retire, resign, or are otherwise separated. As a former employee of AMS, APHIS, or GIPSA, you have the opportunity to assist us in this research by completing the attached questionnaire.

The questionnaire should only take about 15 minutes to complete. Please answer each question as precisely as possible. Return the questionnaire in the attached postage-paid, pre addressed envelope. Your participation is voluntary. All responses will be kept confidential.

If you wish, you may speak directly to a Civil Rights representative:

Civil Rights

AMS	Ronald Branch Equal Employment Specialist (888) 454-7914 (202) 720-0583
APHIS	Janis Jarvis Manager, Program Evaluations (800) 372-7428
GIPSA	Raymond E. Jones, Jr. Equal Employment Specialist (800) 639-5167 (202) 690-3640

Your responses are crucial to identifying workplace inadequacies and assisting us in our efforts to develop solutions. If you would like assistance and wish to speak with someone other than your agency contact, I may be reached on (301) 734-6466. Your cooperation is valued and appreciated.

Sincerely,

Linda L. Lane  
Exit Interview Coordinator  
Human Resources Enhancement Branch  
MRP Human Resources

Attachment

## EXIT INTERVIEW QUESTIONNAIRE

**Instructions:** We ask each employee who leaves AMS, APHIS, or GIPSA to provide feedback about his/her employment. This information will enable us to identify where improvements should be made in various Agency programs and/or work practices. Your participation is voluntary. All responses are kept confidential.

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### Part I - Reasons for leaving your Agency

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**Indicate which best describes how important each of the following reasons was in your decision to leave the organization. Please circle ONE response for each.**

**1 - Important**  
**2 - Neither Important nor Unimportant**  
**3 - Unimportant**

#### (REASONS FOR LEAVING)

- |  |   |   |   |
|--|---|---|---|
| 1. Desire to pursue non-work interests . . . . .   | 1 | 2 | 3 |
| 2. Desire to change to different type of work . . . . .  | 1 | 2 | 3 |
| 3. Desire to earn more money . . . . .   | 1 | 2 | 3 |
| 4. Desire to continue formal education . . . . .   | 1 | 2 | 3 |
| 5. Desire a move to different location . . . . .   | 1 | 2 | 3 |
| 6. Desire to work close to home . . . . .  | 1 | 2 | 3 |
| 7. Desire to advance career . . . . .  | 1 | 2 | 3 |
| 8. Desire more meaningful work . . . . .   | 1 | 2 | 3 |
| 9. Retirement benefits . . . . .   | 1 | 2 | 3 |
| 10. Health benefits . . . . .  | 1 | 2 | 3 |
| 11. Leave benefits . . . . .   | 1 | 2 | 3 |
| 12. Changes to retirement . . . . .  | 1 | 2 | 3 |
| 13. Reorganization . . . . .   | 1 | 2 | 3 |
| 14. Inconsistent policies . . . . .  | 1 | 2 | 3 |
| 15. Management/employee cooperation . . . . .  | 1 | 2 | 3 |
| 16. Organization becoming too political . . . . .  | 1 | 2 | 3 |
| 17. Working conditions/safety . . . . .  | 1 | 2 | 3 |
| 18. Working hours/shifts . . . . .   | 1 | 2 | 3 |
| 19. Opportunity to participate in decisions . . . . .  | 1 | 2 | 3 |
| 20. Red tape . . . . .   | 1 | 2 | 3 |
| 21. Job stress . . . . .   | 1 | 2 | 3 |
| 22. Personal health problems . . . . .   | 1 | 2 | 3 |
| 23. Difficulties in getting adequate day care . . . . .  | 1 | 2 | 3 |
| 24. Training . . . . .   | 1 | 2 | 3 |
| 25. Opportunities for advancement . . . . .  | 1 | 2 | 3 |
| 26. Promotional practices . . . . .  | 1 | 2 | 3 |
| 27. My job was moved geographically . . . . .  | 1 | 2 | 3 |
| 28. Management wanted to fire or demote me . . . . .   | 1 | 2 | 3 |
| 29. Support, e.g., equipment, etc. . . . .   | 1 | 2 | 3 |
| 30. Recognition . . . . .  | 1 | 2 | 3 |
| 31. Morale of work group . . . . .   | 1 | 2 | 3 |
| 32. Relationship with supervisor . . . . .   | 1 | 2 | 3 |
| 33. Discrimination based on sex, race, age, etc. . . . .   | 1 | 2 | 3 |
| 34. Lack of action in dealing with difficult employees . . . . .   | 1 | 2 | 3 |
| 35. Excessive/extraordinary official travel demands . . . . .  | 1 | 2 | 3 |
| 36. Other:_____ . . . . .  | 1 | 2 | 3 |
| 37. Of the reasons listed above, what was your number one (1) reason for leaving?_____ (Give the number) |   |   |   |

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**Part II - General attitude about your Agency**

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Indicate which best describes your feelings about the following factors. Please circle ONE response for each.

- 1 - Strongly Satisfied**  
**2 - Satisfied**  
**3 - Neither Satisfied nor Dissatisfied**  
**4 - Dissatisfied**  
**5 - Strongly Dissatisfied**

- |  |     |     |    |     |   |
|--|-----|-----|----|-----|---|
| 1. Agency's policies or procedures .....   | 1   | 2   | 3  | 4   | 5 |
| 2. Cooperation and participation between managers/supervisors/employees .....  | 1   | 2   | 3  | 4   | 5 |
| 3. Ability to communicate, discuss and resolve concerns and complaints with<br>supervisors or managers .....   | 1   | 2   | 3  | 4   | 5 |
| 4. Working conditions (e.g., space, heat, furniture, equipment, support, etc.) .....   | 1   | 2   | 3  | 4   | 5 |
| 5. Opportunity to participate and utilize skills on task forces, collateral duty or<br>detail assignments .....  | 1   | 2   | 3  | 4   | 5 |
| 6. Training and development opportunities .....  | 1   | 2   | 3  | 4   | 5 |
| 7. Opportunities for advancement .....   | 1   | 2   | 3  | 4   | 5 |
| 8. Promotion practices .....   | 1   | 2   | 3  | 4   | 5 |
| 9. How the discrimination process based on race, color, gender, age, national origin, disability,<br>political affiliation, religion, marital, or family status is handled ..... | 1   | 2   | 3  | 4   | 5 |
| 10. How sexual harassment issues are handled .....   | 1   | 2   | 3  | 4   | 5 |
| 11. Fair and equal recognition for work accomplishments .....  | 1   | 2   | 3  | 4   | 5 |
| 12. Organizational changes or reorganization .....   | 1   | 2   | 3  | 4   | 5 |
| 13. Other factors: _____   |     |     |    |     |   |
| A. Would you return to the Agency? .....   | Yes | ___ | No | ___ |   |
| B. Would you recommend the Agency to a friend as a good place to work? .....   | Yes | ___ | No | ___ |   |
| C. Were you satisfied with your work experience at your Agency? .....  | Yes | ___ | No | ___ |   |
| D. Could anything have been done to prevent you from leaving? .....  | Yes | ___ | No | ___ |   |
- (If yes, please explain. Attach extra sheets if necessary.)
- Explanations/Comments: \_\_\_\_\_

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**Part III - Data analysis information (strictly voluntary)**

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**Your responses to these questions are important. The information will be used for analysis and descriptive purposes only. Your responses to the questions will not be separated out individually.**

- A. PAY SYSTEM:        ☐ GS/GM/GW    ☐ WG/WL/WS    ☐ ES    ☐ OTHER
- B. PAY GRADE RANGE:   ☐ 1-5                    ☐ 6-8                    ☐ 9-12    ☐ 13 and above (includes SES)
- C. GENDER:                ☐ Female                ☐ Male
- D. LENGTH OF SERVICE: ☐ 1 year or less    ☐ 1-3 years            ☐ 4-15 years        ☐ 16-20 years        ☐ 21 and over
- E. ETHNIC GROUP:        ☐ American Indian/ Alaska Native    ☐ Asian American/Pacific Islander    ☐ Black
- ☐ Hispanic                ☐ White (not of Hispanic origin        ☐ Other
- F. AGE:                    ☐ 18-29   ☐ 30-39   ☐ 40-49   ☐ 50-59   ☐ 60 and over
- G. DISABILITY:           ☐ Yes ( \_\_\_ Targeted or \_\_\_ Non-Targeted)
- AGENCY:                   ☐ AMS                    ☐ APHIS                ☐ GIPSA

PROGRAM/STAFF/DIVISION: (e.g., PPQ/Operational Support): \_\_\_\_\_ LOCATION: \_\_\_\_\_

**THANK YOU FOR YOUR PARTICIPATION!**

**If you are returning this survey by mail, please use the attached pre-addressed envelope.**